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20 June 1975

MEMORANDUM FOR: The CIA Management Committee
SUBJECT : Report of the Intradirectorate Committee on
Internal Organization for Crisis Management

A. Action Requested: That the recommendations
in Section C, pp. 5-7, be approved.

B. Background:

1. On 12 August 1974 the Management Committee
discussed the question of Internal Organization for Crisis
Management (MCA-100) and established an interdirectorate
committee with a very general mandate--

--to report on the problems involved under
various crisis situations and to tell the
Management Committee whether and how these
problems should be studied.

2. The interdirectorate committee has reviewed
various problems related to crisis management. The com-
mittee believes that this review should be continued and
that a senior agency officer should be named to conduct
the review.

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3. The Agency has generally performed well in its handling of recent crises. The system has developed well over years of experience, and is in general well designed and organized. There is nevertheless room for improvement. Currently there is considerable activity in the community and in the Agency--some of it in the aftermath of the Mayaguez affair--designed to improve the ability of the intelligence and policy communities to deal effectively with future crises.

4. The principal areas of crisis management activity are:
--improvement in the capabilities of the various operation centers in the community, and especially the emerging role of the Pentagon's enlarged NMCC,
--preparations for [REDACTED]
--planning for emergency staffing during national emergencies or wartime conditions.

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These areas are covered in greater detail in an annex to this report (pp. 8-11).

5. There are several other significant developments in the crisis management field, including
--improvements in the warning machinery, and the establishment of the new Strategic Warning Staff,

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--the use of the new alerting memorandum which the
DCI can use to warn of impending trouble,
--the development of interagency crisis sitreps,
--improvement in interagency crisis communications,
--use of intelligence exercises to improve methods,
and
--planning for intelligence support under NSDM 242.
These areas are also covered in more detail in the
annex (pp. 11-14).

6. It is imperative that improvements continue to
be made in the crisis management area. Not only should
increased efforts be made in the whole intelligence community
but CIA must itself aggressively work out its own improvements,
insuring that its current programs for crisis management
within the Agency are effective before it can initiate or
participate in community-wide programs.

7. One additional problem is for CIA to determine
its role and its relationship to the DoD/DIA in crisis
management. In some of these areas, the DoD/DIA apparatus
seems to be developing procedures which would dilute the
DCI's responsibilities.

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a. The DoD/DIA appears to be shaping the new enlarged Pentagon NMCC into Washington's principal crisis management center.

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b. The DoD/DIA is planning to use the enlarged NMCC to task [] various non-DoD collection assets.

c. The DoD/DIA emergency planning effort is going on in a manner which could deprive the DCI of full and effective participation in crisis command centers during national emergencies.

8. The DCI has a very large stake in these activities. He should be assured that

--national intelligence interests are adequately represented,

--the Agency is prepared to play its role in "managing" all crises, and

--Agency crisis activities will mesh with those of other agencies.

In the present situation, with many top Agency officials devoting their attention to investigations of CIA activities, there is the possibility that too little attention will be paid to these crisis management activities at a time when important program planning is taking place elsewhere.

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There is a risk that planning for the various crisis management activities will not be well coordinated within CIA unless some sort of focal point is established.

C. Recommendations

We therefore recommend that the Management Committee

1. Direct that full attention be devoted to improving and coordinating the Agency's crisis management activity by

a. appointing a senior Agency official as Crisis Management Review Officer

b. assigning this official as the head of a Crisis Management Review Committee, an interdirectorates group which would include representatives from all of the directorates, as well as include a representative from the Operations Center. It might from time to time also include CIA observers from the USIB Committees involved in collection.

2. Provide this official with the following general mandate:

a. to act as a focal point on all of the Agency's crisis management activities and keep fully abreast of these activities,

b. to review and develop plans on how CIA will structure itself to deal more effectively with

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crises,* and to coordinate planning within CIA for the various related programs,

c. to review CIA's relationship to the community crisis managements efforts of the IC Staff, NIOs, and other community groups that support the DCI,

d. to review CIA's relationship, especially in crisis situations, with the new enlarged NMCC and with the NSC.

e. to review emergency relocation planning to help assure that CIA is playing its full role.

3. Further encourage the coordinator to concern himself with identifying problem areas in present crisis management planning and with stimulating various efforts within the Agency to create the best mechanism for dealing with crises. We believe that this means suggesting how CIA can improve its principal crisis management procedures:

a. providing all-source intelligence to the DCI for use with NSC, WSAG, etc.,

* In using the words, crisis, and crisis management we would have that term include Indications and Warning analysis. We would also expect the coordinator, in his planning, to distinguish between different CIA efforts required in meeting various types of crisis: nuclear attack, small wars, coups, changes in government, natural disasters, etc.

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b. efficiently forwarding crash, sensitive intelligence (through efficient use of operations centers, task forces, sitreps, commo facilities, etc),

c. working out efficient tasking of assets

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[redacted] technical collection systems should be handled through agreed USIB channels),

d. carrying out other CIA action responsibilities in various crisis situations (particular stress should be placed upon updating the plans for emergency relocation operations, and reviewing the DCI's role and the relationships with the military in various crisis or wartime situations).

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[redacted]
Chairman, Intradirectorate Committee on
Internal Organization for Crisis Management

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